



TERRY L. STEWART - DIRECTOR

DECEMBER - 2000

1-866-787-SAFE -- The Staff Safety Hotline

by Don Brown, Staff Safety Liaison Officer

ADC employees now have another way for Staff Safety issues to be brought to the administration's attention. It's a new telephone hotline, **1-866-787-SAFE (7233)** - the Staff Safety Hotline.

Staff Safety is paramount. Any employee who is aware of a situation that might impact safety should report it through the chain of command first. Policy has not changed- Incident Reports continue to be the primary method to use when first identifying a Staff Safety issue. However, in order to promote the reporting of relevant issues that have not been resolved by an Incident Report and the chain of command, the Staff Safety Hotline is now available. Once again, the hotline will be reserved for unresolved staff safety issues only. Frivolous complaints, or complaints regarding personal conditions or

treatment will not be accepted, nor will any confidential or anonymous calls be taken.

It will be my responsibility to manage the hotline, and to assist in getting issues resolved. As the Staff Safety Liaison Officer for ADC., my primary duty is to bring to the surface Staff Safety issues from all A.D.C. staff members - any that may potentially affect your personal safety. Although I have only been in this position for about three weeks now, I can assure you that the personal safety of everyone working in this organization is an uppermost concern of the Director, and all assistant staff. Rarely is there a day, that one kind of an issue or another doesn't surface that somehow relates to Staff Safety.

Anyone who has worked in corrections and law enforcement for

any length of time, identifies the Staff Safety issue as one of critical importance. A.D.C. is no different. Staff Safety, and resolving staff safety issues and concerns, is a priority matter- it will remain the subject of constant scrutiny by all staff until our workplace is the safest it can be. We are devoted to that!

A.D.C. will continue to focus on Staff Safety through:

- The implementation of policies and procedures based on "best practices";
- by emphasizing Staff Safety in operational practices;
- by fielding equipment designed to keep staff safe;
- by designing, or improving, facilities that are safer places to work;

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ASPC-Tucson Wins TSU Competition



A TSU competitor deftly maneuvers the "horizontal rope" event of the obstacle course.

Traversing a horizontal rope, scaling a nine-foot wall, running across a balance beam, shooting at possible snipers, dragging a 125 pound dummy -- were just a few of the skills tested by the Arizona Department of Corrections Tactical Support Units during their annual statewide competition.

This year's 12th Annual TSU event was hosted by ASPC-Tucson who were also the top winners of the overall competition.

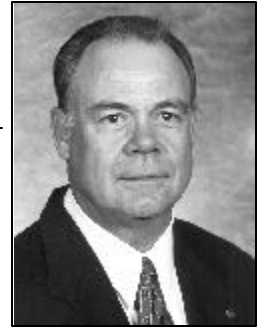
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



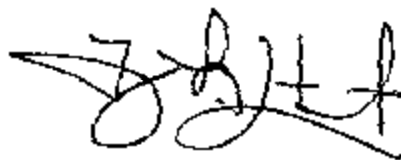
As 2000 draws to a close, it is important to reflect on the history of the Arizona Department of Corrections including the progress we have made and our achievements. We depend on the efforts of so many talented and dedicated people who serve the Department.

The Arizona Department of Corrections is the largest state agency and each and every one of you has contributed to its success by giving so much of yourselves.

As your Director in the coming New Year, I will continue to champion issues that demand my commitment including increased staff safety, improved salaries and benefits for all correctional staff, recruitment and retention, and a 20-year retirement plan for Correctional Officers. I will also continue my personal visits to each complex with the hopes of visiting with more employees and hearing firsthand your concerns and opinions on how to improve our Department.

Some of the successes that we can all be proud of are the significantly low annual number of escapes and one of the lowest escape ratios in the country, the implementation of a Security Threat Group policy which identifies, certifies, and isolates dangerous and violent prison gang members, and a resulting decrease in acts of violence directed at staff and inmates.

Through cooperation and fellowship, we look forward to a bright and prosperous future. I wish you the best in 2001 and a joyous holiday season.



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EMPLOYEE UNIONS SPEAK OUT



AZCOPS representatives voice their support for ADC correctional officers

Two employee unions have expressed their support and commitment to improved pay and benefits for ADC correctional officers.

The American Federation of State, County, and Municipal Employees (AFSCME), a union which represents correctional officers and other Department staff, held a news conference and cited prison security, understaffing, and officer safety as reasons for an increase in the pay and benefits of correctional officers

According to **Carl Williams**, an ASPC-Perryville employee who is the chair of the Arizona AFSCME Corrections Coalition, to fix the problem of understaffing, the Arizona Legislature “must fund a realistic pay scale and benefits package to attract and retain correctional officers.” Union spokesman Sam Stockard added that high turnover and vacancy rates among officers probably would improve if a 20-year retirement plan were implemented.

A new correctional officer union echoed



AFSCME leaders hold a press conference at their union hall in favor of a increased salary and benefits to COs

the same concerns at a news conference held last month. The Arizona Conference of Police and Sheriffs (AZCOPS) announced that it had met its goal of organizing more than 1,000 ADC officers, and was submitting payroll deduction forms for union dues to the Arizona Department of Administration.

“These folks (correctional officers) do a thankless job for the lowest pay and least respect of any law enforcement professional in Arizona,” said AZCOPS President, Charles Foy.

ASPC-Lewis Hiring Bonus

Effective December 23, 2000, new Correctional Officer II's, assigned to the ASPC-Lewis as new hires, lateral transfers, promotional and voluntary grade decreases will receive an assignment bonus of \$5,160. Additionally, Sergeants and Lieutenants who transfer, promote or accept a voluntary grade decrease to ASPC-Lewis after the effective date will also receive this assignment bonus.

The assignment bonus is authorized with the condition that these employees remain at ASPC-Lewis for two years. If the employee leaves state service, or moves to another institution for any

reason, or moves within ASPC-Lewis to a position other than CO II, Sergeant or Lieutenant, they will be required to reimburse the State on a pro-rata basis.

Incumbent CO II's at ASPC-Lewis will receive a retention stipend of \$100 per pay period for two years, in addition to the 10% geographical stipend they now receive.

Further, to prevent reversion of employees in higher ranks to Correctional Officer II, a retention stipend of \$100 per pay period will also be awarded to Sergeants and Lieutenants at ASPC-Lewis. Current CO II's, Sergeants and Lieutenants

will not be required to reimburse the State if they leave ASPC-Lewis.

The assignment bonus and retention stipend are authorized in our continuing efforts to appropriately staff the Lewis Complex. Currently, this prison complex has a CO vacancy rate of 50%.

It is anticipated that this program, coupled with existing recruitment and retention strategies, will double the number of new CO II's hired for ASPC-Lewis from 30 to 60 per month. If our predictions are accurate, we will be able to fill all prison beds at ASPC-Lewis over the next two years.

Unclutter, Unwind your Mind


The Occupational Health Nurses have developed a program addressing stress called UNCLUTTER, UNWIND YOUR MIND. Over the next few months you will be presented with articles in Directions on "Stress" assisting you in identifying the stressors in your life and how to cope with them.

Watch your bulletin boards for more information on the issue of stress. This month we are featuring the "Life Stress Test" which will make you aware of things that produce stress. Becoming aware of the stressors in your life is the first step to conquering your stress.

The first step in becoming aware of your stressors is noticing the signs and symptoms. When little things make you irritable, you feel anxious, become forgetful,

notice changes in your eating habits or resort to drugs and/or alcohol to make yourself feel better. These are all signs that you have too much stress in your life. Physical symptoms such as headaches, diarrhea, chest pains, and insomnia can also be indicators of too much stress. If your friends or family are complaining about your difficulty in controlling your temper, being very critical of others, withdrawing from others, and being depressed, you should be alerted that these are signs that you may be on stress overload.

Once you become aware that you are stressed, try to figure out what is causing your stress. Once they are identified, think



about your immediate reaction to the stressors. Does the situation you are encountering really warrant the degree of stress you are experiencing at this moment? Is this issue worth risking your physical and mental health over? To put it another way, will this situation really be as important as it seems right now an hour from now?...a day?...a week? STRESS....Simple steps to end distress.

Coming next month: Recognize what you can change.

Staffing Issues Outlined in "Director's Instruction"

A new process outlined in Director's Instruction #163 has been implemented which prioritizes steps to be taken to ensure not less than Level D staffing is maintained at all prisons. Its purpose is to promote optimal staff safety. In addition, the Instruction provides a standardized process regarding the use of cash and/or compensatory overtime.

Pre-Planned Cash or Compensatory Overtime is authorized only when a prison complex has a confirmed operational vacancy level of **15%** or greater, thus creating a Level D staffing situation.

Level D is the staffing level a prison entity has reached that requires inmate activity to be curtailed. Arizona prisons do not operate at less than Level D. When the staffing level falls below Level D, the following prioritized steps will be taken to bring the staffing back up to a operational level.

The steps are as follows:

1) Cross leveling. The reassigning of staff from a unit having a staffing level greater than Level D to a unit

where the operational level has fallen below Level D.

2) Voluntary Overtime. If Cross Leveling is not sufficient to correct the staffing shortage, volunteers will be asked to provide shift coverage. The use of cash overtime or compensatory time is authorized in this situation. When a staff member volunteers to work overtime, the compensation options available to the supervisor and the employee are either in the form of cash or compensatory hours.

3) Mandatory Overtime . Should Cross-Leveling and Voluntary Overtime not be sufficient to achieve Level D staffing, staff will be mandated to work overtime. The selection of staff shall be determined through a point system. Points will be assigned based upon the number of days since the staff member last was mandated to work overtime. Staff with the highest points shall be selected to work mandatory overtime. Upon volunteering to work overtime the staff member will be placed at the bottom of the list. If a staff member

refuses to comply with an order to work overtime, it will be documented by the shift supervisor and the employee will be relieved from the post. Subsequently, the employee will be subject to disciplinary action.

4) Utilization of Supervisory and CO III Staff. These staff may be temporarily assigned to fill a security post only on a short-term emergency basis. When additional staff are available as a result of implementing the first three steps, these staff will be returned to their normal duties.

5) Staff Call In. Staff will be required to report to work as ordered if the prioritized steps do not bring the staffing level to Level D.

Supervisors will endeavor to consider legitimate personal needs. However, staff must accept and comply with lawfully issued orders. Staff believing they have received unfair consideration may exercise the established employee grievance process.

Telemedicine Program Continues to Expand

The Arizona Department of Corrections now has six prison complexes on line with the Telemedicine Program which provides medical attention for inmates without having to transport them to a health facility. The program, based out of the University of Arizona and St. Mary's Hospital in Tucson, was originally designed to provide medical services for remote Arizona residents but the ADC has adapted it to provide medical care for inmates.

Telemedicine Program coordinator **Debbie Pangborn**, who is a registered nurse, says "The biggest benefit of telemedicine to the community is the increased safety because we are keeping prisoners in the prisons." She explains that safety is higher because less prisoners are leaving for medical visits resulting in less chances for an escape attempt.

"We also find that it is more economical," she continued. "There is less abuse of the system and the medical visits are less costly because we don't have to pay for transportation of the inmate to the facility."

The telemedicine process is simple in practice to use. The ADC nurse or lab tech take x-rays or photos of an injury and then send it by e-mail to a contracted doctor. That doctor will then review the online

charts and either send a diagnosis back or set an appointment for a teleconference. "It is great because they can see the doctor without making the trip," Pangborn said.

The ADC Telemedicine program began



at ASPC-Yuma when Deputy Director Dr. Thomas Lutz obtained state funding to implement the program. When it became clear that the program was cost efficient it was then implemented in the Florence, Eyman, Lewis and most recently Safford prisons. It is the plan of Inmate Health

Services to eventually have the program operational in each complex.

According to the 1999 Inmate Health Services' statistics, an average inmate's doctor visit costs about \$850 including the consultation and transportation. The average telemedicine visit is \$467. "Calculated in to that cost is not only the doctor's consultation but also the average operating cost of the equipment needed to run the telemedicine room," Pangborn said.

Pangborn continued that there are other benefits to the telemedicine program. Health staff need 20 hours of educational classes each year to continue their licensing. The ADC Telemedicine Program feeds into the University of Arizona and their medical school program. ADC technicians, nurses and doctors can link into U of A classes and earn their educational hours without having to leave the workplace.

Pangborn said she is proud of the ADC program. "Many states have a Telemedicine program but they lack many of the visual features and capabilities our program offers. What they actually have is a teleconference capability without the visual links."

Staff Safety Hotline continued from page one

- and by supporting a "Staff Safety attitude" at all levels.

All this leads to the fact that we are dedicated to continuing to improve the workplace for A.D.C. staff. My direct telephone number is 602-364-2291. And don't forget - if you are an A.D.C. employee with an unresolved Staff Safety issue, you can also call **1-866-787-SAFE- (7233)**. Remember to continue to use Incident Reports (IRs) as the primary means of communicating first-time Staff Safety issues through your supervisory staff. You may also write down your ideas or suggestions for ways that you believe (or know) that Staff Safety can be improved, and send them to me.

TSU Competition continued from page one

Under normal circumstances, the TSU competition takes a year of planning and preparation, but the ASPC-Tucson employees were only given 60 days to stage the competition.

Using an inmate crew from SACRC and excess materials from the Tucson complex, an elaborate obstacle course was built in 30 days for a cost of less than \$1,000.

According to Lt. **Mark Versluis**, TSU Commander of ASPC-Tucson, many of the events were constructed by TSU members as well as ASPC-Tucson employees who donated their time and materials to complete the competition arena. To finish the obstacle course it was even necessary to "pass the hat" among TSU members to

purchase last minute items.

In addition to ASPC-Tucson finishing first in the overall competition, ASPC-Florence came in second and ASPC-Safford/Ft. Grant was third. To place in the overall competition, each TSU team competed in five events including rifle, obstacle course, sniper/spotter, speciality event and rifle. TSU competitors also vied for individual awards in each event.

State Employee Charitable Campaign coordinators **Sheila Millette, Jennie Soop** and Lt. **Robert Soop** of ASPC-Tucson provided breakfast and lunch to the TSU teams with proceeds benefitting the campaign.

WHAT IS NEW AT

adcprisoninfo.az.gov

Recent changes to the ADC Web include:

- Winslow Visitation changes. Details of the new visitation schedule for Kaibab. (under Prisons)

- ADC's new-to-the-web weekly CO Status/Hiring report (under Reports)

- The old ADC Web Server port :81 is now no longer functional other than as an alias address to the web Home Page. All the web pages are now located on port 80. This move was made to better enable access by the public.

- ADC's Substantive Policy Statements have been deleted from our site as the Policies themselves are now on-line.

- Please note that ADC Stationery which bears the old web address (www.adc.state.az:81) should either be amended, or not used. New stationery orders should bear the web address adcprisoninfo.az.gov

- The MEDIA CONTACT INFORMATION Feature provides everything necessary to understand the procedure and restrictions which apply when requesting interviews with inmates.

- Also provided is an ON-LINE application form for immediate response. Links are provided to relevant Arizona Revised Statutes relating to Public Records Requests, and ADC Policies relating to Dress Code and the Visitation process.

- Added DI 163, and 162 - Standardized Shift Briefings

- Revisions to DOs 1101, 1104, 1004, 916, 909, 709, 706, 707, 516, 403, 407, 201, 104, 109 and 120

- LATEST NEWS Reports and News Releases are continually updated - check daily!

Paul Lamprill - ADC Webmaster

Inmate Health Services Welcomes A New Face with New Ideas!



Welcome to Dr. James Baird, the new Medical Program Manager for the Inmate Health Services Division. Dr. Baird has come to us from Spokane, WA, where he worked as an independent contractor providing medical services to five correctional facilities.

Q: What are the strengths you bring to ADC?

"I have 22 years of experience in corrections as a clinician, which gives me some credibility with the providers at each facility. One of my priorities is to keep my providers informed about issues which impact them. It's important that each provider's practice meets the community standard, charting is done according to policy, and protocols are followed. I see my position as being a resource for the

field, to provide direction and support."

Q: What is the most critical issue in correctional health care today?

"We are in transition, being the fastest growing area of healthcare. The most important thing is provide community standard medical care to our inmates and educate the public on why we do what we do."

Q: What was your first impression of ADC?

"It's very progressive, and that is outstanding. I came from a system where there were no patient care protocols, which resulted in fragmented care and overall chaos. While generally many providers do not like protocols and algorithms, they do provide guidance and inevitably some protection from frivolous litigation."

Q: How would you like the staff to view you as Medical Program Manager?

"I would hope that over time providers can feel comfortable coming to me with their practice problems. I understand the scope and difficulty of the correctional medical practice, and only through communication can we deal with these issues effectively. I need to be informed in order to act or to discuss issues with Dr. Lutz."



Melinda Kovacs is the new Legislative Assistant, filling in the position left when Rhonda Cole became the Public Information Officer. Ms. Kovacs graduated from Arizona State University Law School with a Juris Doctorate in May 2000 and passed the State Bar of Arizona this October. She attended Purdue University where she received a bachelor's of arts degree in political science.



Governor Jane Dee Hull recognized state employees at the annual "Spirit of Excellence" Awards ceremony this month, at the Orpheum Theater in Phoenix. The awards program is designed to recognize state agencies for their innovative operational solutions resulting in improved customer service, increased productivity and decreased costs in state government.

The Department's Venture Team members received the "Governor's Recognition" award for their work on the Decentralized Statewide Transportation of Inmates.

Employee Profile: Mary Carabetta



Normally the commute to work is quiet and uneventful but on one early October morning, **Mary Carabetta**, an ASPC-Perryville nurse came across a horrific sight.

"When I neared the accident scene it was just awful. I jumped out of my car and ran over to the smashed car," Carabetta recalled. But what she saw when she got closer was more than she was ready for. "I have worked in hospital emergency rooms before but that was nothing as grim as being on an accident scene.

The accident occurred at the intersection of Eastbound Indian School and the Northbound Loop 303. According

to the Department of Public Safety, the Saturn driven by a 18-year-old female failed to stop at the stop sign and flashing red lights before she crossed the Loop 303. The driver of a Peterbilt semitrailer that was heading North on the Loop 303 did not have time to stop when the young woman's vehicle juttet across the highway and he slammed in to the passenger side of her car. There were four other passengers in Davis' car. Only two would survive.

Carabetta recounted what she did when she arrived on scene, "I must have arrived right after it happened because there weren't any emergency medical service or police," Carabetta said. She first ran to the small car and checked the passengers for vital signs. She went to the young girl on the hood but it was apparent that she was already dead.

Next, she saw a boy unconscious in the front seat. "He wasn't responding but he was breathing so I moved on," Carabetta said. She remembered another girl unconscious in the back seat but she couldn't reach her so she attended to a boy on the side of the road. "He had a large gash on his head but he was alert and talking," she recalled. The final passenger

was a girl who also was alert. She had a right shoulder injury but she was stable. When Carabetta got back to the unconscious girl in the back seat she realized that she was not unconscious but dead.

After Carabetta finished checking the victims of the car she remembered the other vehicle and ran across the street to the semitrailer. She said that by the time she got across the street the driver of the truck had crawled into a field along side his truck. "He was complaining of back pain and some people were trying to move him. I had to get him stabilized and tell him to stay put," Carabetta said.

By the time Carabetta had covered the scene EMS began to arrive. "It was good timing because I told them who I was and then where they should focus their efforts. They saved a lot of time because of my briefing," she said.

The four surviving victims were taken to local area hospitals where they all recovered.

While Mary Carabetta could have driven past the scene and finished her commute to work she still doesn't think she did anything special. "I just contained the scene and prepped for the paramedics. I did nothing more than what I have been trained to do," she concluded.

Directions has discovered two budding cartoonists in its midst. We can only tell you that "AP and LG" work in Central Office, and were recently discovered wasting time drawing unflattering cartoons of their boss. So, we've decided to put their talents to good use by having them share their humorous take on ADC happenings with all of us. Please welcome AP and LG as our newest contributors to *Directions* and enjoy their cartoon ... "Pun Intended."

Pun Intended



Arizona Department of Corrections Achieves NCCHC Accreditation

The National Commission on Correctional Health Care (NCCHC) has awarded accreditation status to seven prison complexes in the Arizona Department of Corrections over the past two years. The Arizona State Prisons of Phoenix, Winslow, Perryville, Douglas, Safford, Tucson and Lewis have joined the ranks of nationally accredited facilities for inmate health care. They join more than 540 correctional facilities nationwide distinguished for quality health services provided to the inmate population.

These facilities are to be commended for achieving accreditation on their first application for the award. ADC is in its final year to accredit the remaining three

complexes of Yuma, Elyman and Florence, in meeting the strategic plan to achieve 100% by FY 2001.

In order to achieve accreditation, the prisons in the Arizona Department of Corrections must prove substantial compliance with the NCCHC 1997 Standards for Health Services in Prisons. On-site surveys for compliance take place every three years. Experienced NCCHC surveyors tour the facilities, inspect living and health care environments, review policy and procedures with supporting documentation, and conduct health record reviews. Interviews are held with responsible

corrections and health administrators, security and health staff, and inmates. To maintain their accreditation, the facility also must submit an annual maintenance report.

The National Commission on Correctional Health Care is a not-for-profit organization working to improve the quality health care in our nation's jails, prisons, and juvenile detention and confinement facilities. The NCCHC is supported by thirty-four national organizations representing the fields of health, law, and corrections. Each of these organizations has representation on the NCCHC Board of Directors.

ASPC-Douglas Honors Veterans



Officers Juan Declet and Mark Flores, along with other law enforcement representatives, stand watch 24 hours before the memorial dedication

The Douglas Veteran's Memorial was recently dedicated to honor all of the local residents who died in the service of our country. Much of the success of this collaboration between ASPC-Douglas and the community can be attributed to the efforts of Major **Robert Mendez**, Sgt. **Kenny Vance**, CO II **Frank Sanchez**, CO II **D. Ybarra**, and CO II **R. Urquijo**. As a result of their coordination and supervision of inmate labor a beautiful and worthy memorial was erected.



Sgt Boyer, Sgt. Ballesteros and Officer Hahn, representing the ASPC-Douglas Chase Team, in the Douglas Veteran's Memorial Day parade